


Technology Leadership is Just GOOD Leadership: Dispositions & Lessons from Tech Savvy Superintendents



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Nick Sauers, University of Kentucky

“The ways in which school leaders think about computer technology may determine their effectiveness as instructional technology leaders and administrative technology users.”

Perez, L. G., & Uline, C. L. (2006). Administrative problem solving in the information age: Creating technological capacity. *Journal of Educational Administration*, 41(2), 143-157.

New information landscape



Growing up assuming you can publish whatever
you want to say, to whoever you want to say it, is
going to make people different - Russell Davies





**WEB 2.0 "It's not an audience,
it's a community"**

**We are
hyper-
connected**

CASTLE

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What's happening?

140

Latest: Just left a L-O-N-G response to a critic of @chrislehmann's nomination for ISTE keynote <http://bit.ly/5tMICH> #iste10 1 day ago

update

@mcleod/pln

Following: 112

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kjarrett Explore.org - moving, powerful, inspirational cultural and educational films and photos <http://is.gd/5caqd>

less than 20 seconds ago from Welcome to NCS-Tech!



Larryferlazzo Holidays On Display from the Smithsonian <http://tinyurl.com/ybw5hjn>

2 minutes ago from Seesmic



Larryferlazzo My Best Posts & Articles About Building Parent Engagement In Schools — 2009 <http://tinyurl.com/yaqktu8>

5 minutes ago from Seesmic



NMHS_Principal RT @TechnologyToday: 5 Best Wiki Tools, resources & comparison chart: <http://bit.ly/7NGrHW>

10 minutes ago from TweetDeck



ransomtech @smeech Then it's official then! We deal with the present and plan for the future.

11 minutes ago from TweetDeck in reply to smeech



Larryferlazzo For #followfriday @JasonFlom @englishraven @ddeubel @kalinaqoenglish @barbsaka @Teachakidd



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n. a way to broadcast music on Twitter.

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Jason Hatfield

Matt Beatty

Bill Vernon

Katie Oehler

Paul Ernst

Tara Loshnowsky

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What's on your mind?

**Candice Rans** is now friends with Eric Draper and Georgene Tedlock.

12 minutes ago



Keeneland Kick off University of Kentucky's homecoming weekend with see blue Day at Keeneland. Free general admission for UK students, alumni and faculty and activities for all Wildcat fans! Join us as we celebrate homecoming weekend and help us raise money for UK's Dance Blue fundraiser to benefit UK's Pediatric Oncology Unit.

**see blue Day**Friday, October 22, 2010 at 11:00am
Keeneland Race Track

16 minutes ago · Comment · Like · Share · RSVP to this event

8 people like this.

Write a comment...



Barenaked Ladies Fundraiser for the Boys & Girls Club of Tucson. Tickets are \$100.
<http://www.thepartytucson.com/>

**Music/Arts - Concert**Friday, October 29, 2010 at 6:00pm
Tucson Convention Center, Tucson, AZ

45 minutes ago · Comment · Like · Share · RSVP to this event

26 people like this.

View all 7 comments

**Karianne Nicholson** I love that you're doing a fundraiser, but are you planning on coming to Tucson for an AFFORDABLE show??

14 minutes ago · Like

**Tristan Loucks** Do you think they will play a full set or just sing a couple of songs?

6 minutes ago · Like

Write a comment...



Angie Rice Edwards "Each day can be a new beginning to embrace God's grace. To forget about the past...our short comings, our failures, our wounds, our excuses... and embrace, lean in, and look forward to what lies ahead."

54 minutes ago · Comment · Like

Gayle Davis likes this.

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Michele Parker's birthday. See All

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Track your invites

 Connect on the go
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Come in and Play!



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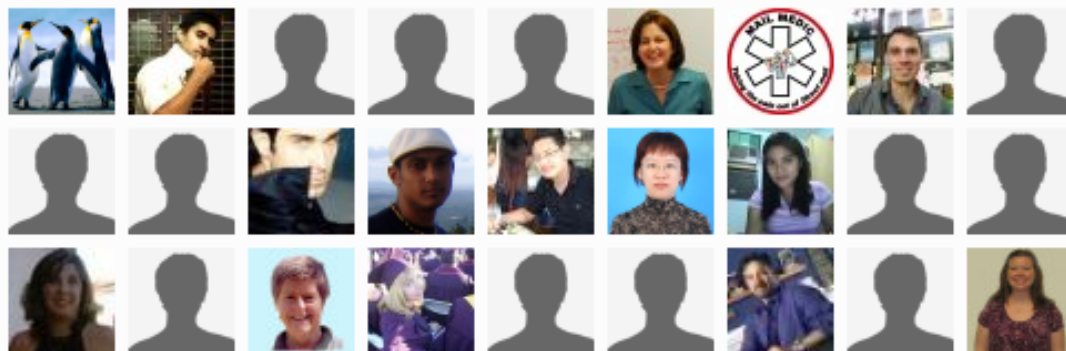
WELCOME!

Welcome to Classroom20.com, the social network for those interested in [Web 2.0 and collaborative technologies](#) in education. We encourage you to [sign up](#) to participate in the great discussions here, to receive event notifications, and to find and connect with colleagues.

Classroom 2.0 is a free, community-supported network. We especially hope that those who are **"beginners"** will find this a supportive community and a comfortable place to start being part of the digital dialog. If you feel that you are a beginner and want some extra help, please [click here to join the Beginner Group](#) as soon as you've registered.

Because of spammers, we have to approve all memberships here (it makes it easier if you fill out your profile). While your membership is pending you are still welcome to peruse the site or attend any events! Once approved, you can introduce yourself to

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[administrator](#) added 2 discussions

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1 hour ago

“ toadie1951@gmail.com email for Heather ”



[Leno Marcjo](#) added 47 discussions

2 hours ago

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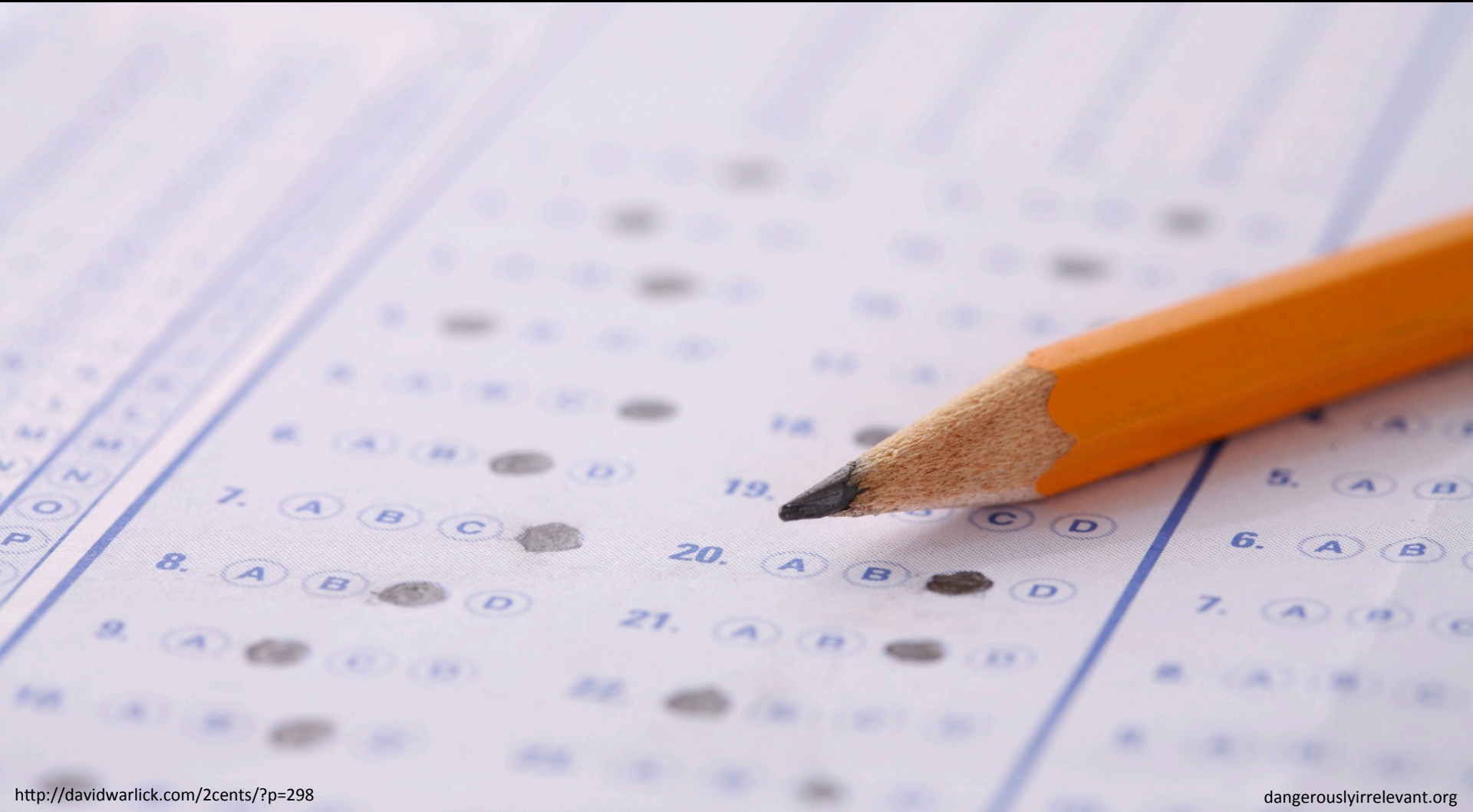


**How
To Build a
Student
For the
21st Century**

BY CLAUDIA WALLIS
& SONJA STEPTOE

No generation in history has ever been so thoroughly prepared for the industrial age.

David Warlick



If the leaders
don't get it,
it's not going
to happen.







If you generally think of the Internet as a place to “look up stuff” you’re missing the best part

Methods

- Population => Winners from 2001 – 2010 (N = 100)
- 30-60 minute interview
- Hosted at <http://www.blogtalkradio.com/uceacastle>
- Interview questions socially constructed

1. Must be a general superintendent.
2. Models **the effective use** of technology in the day-to-day execution of the superintendency.
3. Ensures that technology **resources** are equitably distributed among students and staff.
4. Insists that adequate **professional development** is a component of every technology initiative.
5. Demonstrates exceptional **vision** in leading the development and implementation of a districtwide technology plan.
6. Exhibits a thorough understanding of the **role of technology** in education and can articulate that understanding to all school district stakeholders.
7. Provides exceptional leadership in supporting the **integration** of technology into the curriculum.
8. Demonstrates exceptional vision in employing technology to **streamline** school district business operations.
9. Demonstrates **curiosity and open-mindedness** in considering emerging technologies and weighing non-traditional solutions to traditional problems.
10. **Thinks creatively and strategically** about the long-term challenges and opportunities of technology in the school district and in education at large.

Participants

- Eric Conti, 2010
- Sharon Dodson, 2005
- Mark Edwards, 2002
- Jan Harris, 2010
- Manuel Isquierdo, 2010
- Lorraine Lange, 2009
- Cameron McCune, 2004
- Jon Morton, 2006
- Robert Reeves, 2001
- Tom Shelton, 2009
- Larry Wallen, 2003

DISPOSITIONS

Results

1. Understand Technology Needs of Staff Members
2. Being a Risk Taker
3. Strive for Personal Learning
4. Pursue a Vision

Theme 1: Technology Needs of Staff Members

a) Considering the unique needs of individuals

“We have teachers who are always going to be **pushing the envelope** and stepping upfront. We have teachers who are going to be compliant and who are going to go along and just do what they are asked to do. We have another set of teachers who are going to come along **kicking and screaming**.”

Tom

Theme 1: Technology Needs of Staff Members

c) Purposely account for the diverse needs of staff

“I started with two schools and we went to four and then we went to eight. I did that incrementally based on the staff and the administration and the community saying they wanted to do it. So it was a **base of support not a level of antagonism** going into the program.”

Cameron

Theme 2: Being a Risk Taker

“You can’t do it by yourself. You have to **create the environment** that first of all it’s **okay to take risks**. It’s okay to move us forward.”

John

Theme 2: Being a Risk Taker

“Why am I prepared to take that risk [when others are not]? I can’t answer that. But I know it’s a **deliberate decision** people have to make, and when they make it then they will feel better about it and they can jump in. That’s really what it’s about.”

Manuel

Theme 3: Strive for Personal Learning

“You just have to have that **desire to continue to learn**, to continue to move forward I think that helps keep you moving. You can’t stand still.”

John

Theme 3: Strive for Personal Learning

“...sitting down and **working with my team** to learn how to take that technology and turn it into something that’s effective.”

Larry

Theme 3: Strive for Personal Learning

“...**follow** different people through Twitter or sometimes I will put a Google alert on somebody or an organization that I want to follow.”

Theme 4: Vision Setting

“I surround myself with very, very **passionate and excited** leaders who drink the same Kool-Aid.”

Manuel

Theme 4: Vision Setting

“My district **changed** the conversation to change the culture.”

“I must focus on **where are we going**, and what are building blocks to get there.”

Robert

So What?

Lessons

1. Setting a Shared Vision
2. Building & Sustaining Infrastructure
3. Communication with Stakeholders
4. Ensuring Professional Development

Theme 1: Vision

Tech savvy superintendents must be the “kind of individual who defines the status quo rather than follows... that's really the personality traits that I have noticed.”

Sharon

Theme 1: Vision

“You wouldn’t say we have an indoor plumbing savvy superintendent. We don’t have an electricity savvy superintendent. We try to provide effective learning environments for all kids... those are just expectations and the community doesn’t say okay.”

Eric

Theme 1: Vision

A superintendent “can be a baby sitter, or...a visionary leader. I think that tech-savvy superintendents are those who look for the next step and know where do we go from here.”

Jan

Theme 1: Vision

A superintendent “can be a baby sitter, or...a visionary leader. I think that tech-savvy superintendents are those who look for the next step and know where do we go from here.”

Jan

Theme 2: Infrastructure

“This is...a non-glamorous part. The part that was the most important was the infrastructure because it's absolutely imperative that you have an infrastructure that can support fast and dependable Internet access. Otherwise people won't just give. The whole thing just doesn't work out well.”

Sharon

Theme 2: Infrastructure

“We'll continue to do those things because you have to make sure you have a plan to -- for replacement to continue initiative. It's one of the thing I think a lot of people really struggle with his is that you make a one time major investment, and then you are not prepared to be able to replenish and replace on a good cycle.”

Tom

Theme 3: Communication

“I have the belief that technology is here today and can transform the classrooms, transform student learning, and transform your community, and you put both your money, your programs, and your vision in all of that, and that’s it.”

Manuel

Theme 3: Communication

“Because we spent a lot of time communicating and getting input, we avoided a lot of problems.”

Theme 4: Professional Development

“As I reflect back on what were the key things that we did to make this program work, I think that professional development for every faculty and staff member was key to making this work throughout the entire district.”

Cameron

Theme 4: Professional Development

“...anybody that comes to work with us knows that they better have technology because it’s all in their classroom, and it’s expected.”

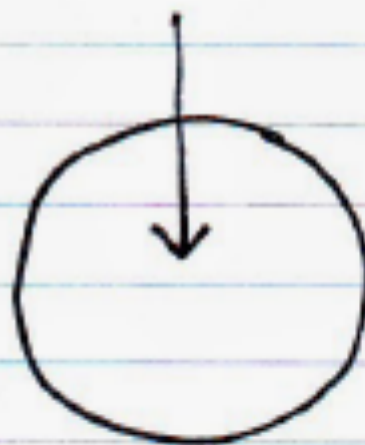
Lorraine

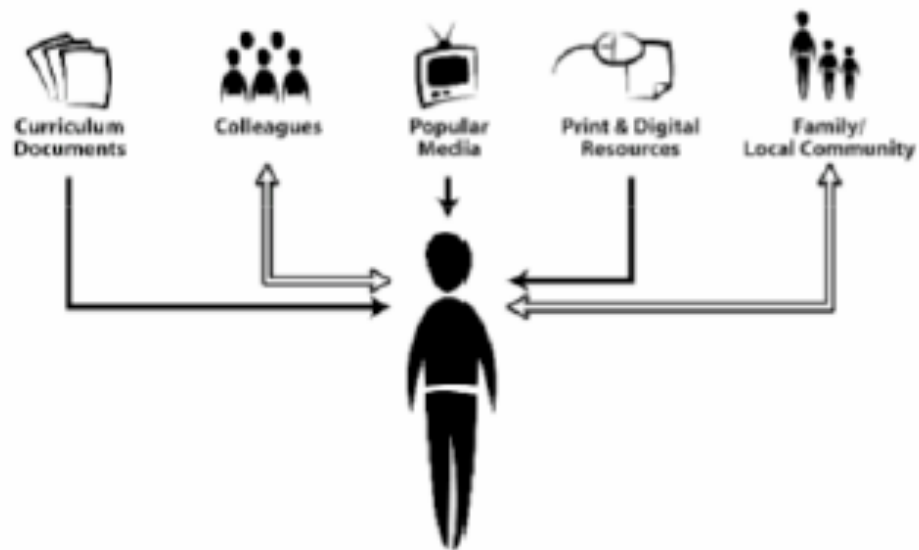


happens




Your comfort
zone





Typical Teacher Network



A rectangular metal sign is placed on a rough, rocky surface. The sign has two lines of text. The background is a blurred natural setting with green and brown foliage.

DON'T
BE AFRAID
TO FAIL.

BE AFRAID
NOT TO TRY.

“So, I guess a tech-savvy superintendent isn't about stuff. A tech-savvy superintendent I think it's about quality instruction which they have always been, but maybe incorporating on new tools, and understanding that this idea of content is changing when content is so readily available that it -- we just need to change how we do things based on the tools that we have.”

Eric